

## APPENDIX N

### ACTIONS TO RESOLVE CIVILIAN HIRING COMPETITION

#### A. PURPOSE

Expansion of the civilian work force during mobilization may well cause competition in recruitment and hiring of new workers. It is important to recognize the potential for disruptive competing claims and to take corrective planning actions in advance where necessary. This Appendix describes various kinds of competition that might arise and actions that can help to avoid or resolve competing hiring claims.

#### B. KINDS OF COMPETITION

Depending on the local situation, competition for the same skills may occur in several ways. There may be competing claims among different activities of a single organization, among several commands or installations of a single Military Department, among different Military Departments, **or** between DoD installations and other Federal agencies or private sector defense contractors. Periodic analyses of the adequacy of the local labor market to meet mobilization hiring requirements will help to identify the extent and nature of competing requirements .

#### C. COMPETITION AMONG ACTIVITIES WITHIN DoD

Planning actions to resolve anticipated hiring competition within DoD are described below and in Figure N-1.

1. Competition among activities of a single Military Department at one installation. Each installation CPO can help resolve competing claims by establishing, in concert with functional managers, a time-phased priority order of hiring for skills that are expected to be in short supply. Time-phasing and priorities should reflect the relative urgency of functions over time following M-Day. For example, some functions may be able to be deferred or reduced while others must be expanded immediately. The objective here is to eliminate unnecessary overlapping requirements for scarce skills while ensuring that critical requirements receive priority in hiring.

2. Competition among several commands or installations of a single DoD Component. Each Military Department is responsible for resolving conflicting work force claims among its own commands and installations. If, after establishing priorities local agreement cannot be reached among installations , the problem should be referred for resolution to parent commands and Service headquarters as necessary.

**ACTIONS TO RESOLVE CIVILIAN HIRING COMPETITION**  
**WITHIN DOD**

If competition develops among	Action is taken by	To
Activities of a single installation	Installation CPO and activity managers	Establish priority order of hiring workers
Installations of a single Military Department	The Military Departments	Resolve conflicting claims among its own in- stallations
Different Military Departments	Organizations with competing claims	Resolve con- flitting claims through a local DoD com- mittee of re- presentatives of each Military Department concerned, chaired by the Department with the most civilian employees

Figure N-1

3. Competition among Military Departments. When competition among Military Departments becomes a problem at the local level, a committee to resolve these conflicts should be established with representatives of each concerned Department. Each organization concerned should first establish time-phased priority order of hiring for its own requirements. In supporting its claims before the Committee, the installation should be prepared to:

a. Justify, according to established priorities, the criticality of missions and of the specific skills expected to be short during the period of competition.

b. Demonstrate that the installation has taken or plans to take all reasonable steps to avoid the particular shortfall.

c. Show that its higher headquarters has supported the installation to the extent possible in avoiding the shortfall.

It is imperative that potential mobilization recruiting conflicts involving high priority functions of two or more Military Departments be resolved in peacetime, locally if at all possible and, if not, then at the lowest level that can resolve them. Not doing so could severely endanger the war effort.

D. COMPETITION BETWEEN DOD INSTALLATIONS AND EXTERNAL ACTIVITIES

1. Competition with other federal agencies. While other federal agencies are not expected to pose major competition problems during a national emergency, installations should consider the possibility in light of their local situation and, if warranted, try to resolve potential conflicts through discussion with the agencies concerned and refer unresolved issues to higher headquarters.

2. Competition with the private sector. Competition between DoD installations and the private sector is a distinct possibility, especially in areas where defense contractors draw from the same labor marker as DoD industrial facilities.

a. The Department of Labor (DoL), as the federal resource agency for the national civilian work force, monitors private sector labor activities through its regional offices and state employment security agencies. These state agencies operate the local U.S. Employment Service offices which have the principal responsibility for recruiting workers to fill mobilization openings at both DoD installations and at defense plants.

Each DoL regional director coordinates the planning of mobilization activities in his or her region. Priority ratings and allocations of resources for defense-related contracts are governed by the Defense Priorities System, administered by the Department of Commerce in conjunction with the DoD.

b. Planning documents issued by the Federal Emergency Management Agency provide for the establishment of a system of state, regional, area, and national committees, under DoL executive responsibility, to assist in

resolving private sector work force issues related to priorities, allocations, and conflicting claims. Because these planned committees are to be formed when needed, there is no formally established uniform mechanism for resolving in advance potential competition between DoD installations and the private sector. Nevertheless, there are prudent steps that the installation may take in peacetime to help avoid or at least mitigate the effects of anticipated conflicting claims with defense industries. For example:

(1) Develop an appreciation for potential competition for the same skills, based on knowledge of current defense contractors and the local labor market.

(2) Open a dialogue with defense plants that could pose a serious threat of competition.

(3) Try to determine if there would, in fact, be a **likely** competition. For example, the actual skills that defense plants need may be of different subcategories than those the installation needs, or the timing of conflicting requirements may not necessarily coincide.

(4) See if a mutually acceptable solution can be found.  
(Installations should be aware that when military contracts might be jeopardized by worker shortages, Military Departments are required to support the contractor in obtaining appropriate work force priorities.)

(5) **Plan** methods for ensuring that agreed solutions will be implemented during mobilization.

(6) Refer major unresolved potential conflicts to higher headquarters for assistance in peacetime to avoid wartime competition which could damage the war effort.